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27 March 1950

MEMORANDUM FOR: Executive

SUBJECT: Management Survey of CIA Situation Room - COADS Recommendations

REFERENCE: (a) Management Officer's Memo to Executive dated 7 March 1950.  
(b) Executive's Memo to Chief, COADS dated 14 March 1950.

1. A report of a survey of the CIA Situation Room, conducted by Management, was submitted to the Executive under reference (a). With reference thereto, COADS was requested to submit a recommendation as to the type and scope of an ODE Situation Room considered necessary for this agency.

2. The general recommendations submitted by the Management Officer in paragraph 4 of reference (a) are concurred in. But, the planned scope of presentation as delineated in Tab (B) of that reference is believed to exceed, to a considerable degree, any existing or anticipated requirement of this agency.

3. It is significant to observe that although the general plan for the Situation Room was initially conceived in the summer of 1954, that plan has not yet materialized to produce an intelligence situation report, by graphic presentation. It has never been utilized by personnel of any classification to serve their professional interests. It is concluded that this situation is attributable, principally, to the fact that no actual requirement for such an elaborate Situation Room has ever existed; and additionally, that the location of the Room is too remote to the usual working area of personnel who might otherwise derive some benefit from visiting it.

4. Wholly apart from the contentions expressed above, it is considered to be impracticable to attempt to maintain current the vast quantity of intelligence detail embodied by the plan set forth in Tab (B) of reference (a). It would be impossible to justify the expenditure of man-hours required to perform this operation, relative to any anticipated overall benefit to be derived. Under any plan which contemplates the survival of an integrated Situation Room in its present form, it is unrealistic to attempt to present on permanent wall maps more than Basic Intelligence.

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5. In view of the foregoing, it is accordingly recommended:

- (a) That the plan to provide for the graphic presentation of information in the presently constituted "situation book," as described under paragraphs 2(a) and (b) of the Management Survey Report No. 100 (1), be amended.
- (b) That the AD/OSI establish, within the physical limits of the OSB space assignment, sub-area and functional graphic displays as will facilitate performance of the prescribed functions of that office.

6. These may be photos, etc., of a particular country or region under study or discussion and special maps appropriately dressed-up for visual aid purposes whenever there is a special presentation or whenever they would benefit the Analysts.

7. In addition to basic maps in a Presentation (rather than "situation") Book, we think it probably very desirable to have appropriate maps conveniently located in the Divisions where there could be indicated important changes currently. It is hoped that arrangements to this effect can be made with the Chief of Inspection and Security Staff some fine day, if not immediately. Maybe the local conference room could be used for this purpose when the Division Chiefs think specific or general maps are desirable.

JAMES GOTT CHILD, Chief  
Coordination, Operations  
and Policy Staff

cc: AD/OSI  
~~Management~~

rg/m